Contents

Number 1-Winter, 1956

The Federal Service Entrance Examination	
The FSEE and the Staffing of Federal Agencies James G. Stockard	6
The FSEE: The University Point of View	11
The Prestige of Public Employment: 1929 and 1954 . Morris Janowitz and Deil Wright	15
Technical Assistance; A Challenge to Public Administration Albert Lepawsky	22
Management Development at Kelly Air Force Base Major General Thetus C. Odom	33
Decentralization of Federal Disbursing Functions F. J. McKenna	37
Reviews of Books and Documents The Protection of Internal Security	40
Six Functions in Search of a Government	52
Research Notes	60
Contemporary Topics	65
Number 2—Spring, 1956	
Woodrow Wilson and Public Administration Louis Brownlow The Michigan Department of Administration; A Case Study in the Politics of Administra-	77
The New York State Interdepartmental Committee on Methods and Procedures, 1947-	
1956	90 95
Reviews of Books and Documents	
Federalism and Intergovernmental Relations John M. Gaus The Nation and the States, Rivals or Partners? by William Anderson; Federalism Mature and Emergent, edited by Arthur W. Macmahon; The Commission on Intergovernmental Relations, A Report to the President for Transmittal to the Congress; The States and the Nation, by Leonard D. White.	102
TVA Management in the Perspective of Two Decades	109
Improving the Budgetary Process	117
Report of Conference Sessions	122
Research Notes	147
	153
Society Financial Statement, 1955	165

Number 3—Summer, 1956

Research in Public Administration: Some Notes and Suggestions . Frederick C. Mosher	109
A Look at Some Administrative Problems	179
A Lesson in Cooperation	187
After the Therblig-What? Karel F. Ficek	192
A General Theory of Public Employment	197
Reviews of Books and Documents Natural Resources and Government	212
County Government in Transition	223
Research Notes	232
Contemporary Topics	238
Number 4-Autumn, 1956	
Woodrow Wilson as Administrator	249
Approaches to the Solution of Fringe Problems: Preferences of Residents in the Flint Metropolitan Area	258
Obtaining Administrative Personnel for Defense Agencies Milton M. Mandell	269
Public Relations in International Technical Assistance Eric Carlson	272
Administrative Decision-Making in Federal Field Offices William J. Gore	281
Bureaucratic Realpolitik and the Teaching of Administration Albert Somit	292
Military-Civilian Staffing and Career Planning in Army Ordnance . Truman G. Benedict	296
Reviews of Books and Documents Studies of the Chief Executive	507
Research Notes	313
Contemporary Topics	319

Index Volume XVI-1956

ADMINISTRATIVE HISTORY. Brownlow, Louis. Woodrow Wilson and Public Administra-		Beckett, Paul, Plotkin, Morris, and Pollak, George. Governmental Purchasing, re-	
Mosher, Frederick C. Research in Public	77	viewed by Victor Jones Benedict, Truman G. Military-Civilian Staff-	52
Administration: Some Notes and Sug- gestions	169	ing and Career Planning in Army Ordnance Berger, Philip R. A Lesson in Cooperation Bigger, Richard. See Crouch, Winston W.	187
Administrator Applinistrative Law. Dotson, Arch. A Gen-	249	Bigger, Richard and Kitchen, James D. How the Cities Grew, reviewed by Victor Jones	52
eral Theory of Public Employment	197	Bollens, John C. Appointed Executive Local Government: The California Experience,	3-
Administrative Theory. See Theory of Administration		reviewed by Victor Jones	52
ADMINISTRATORS. Royal Commission on the Civil Service, 1953-55, Report, quotation		Bontecou, Eleanor. The Federal Loyalty-Secu- rity Program, reviewed by Robert Horn	40
from	10	Brownlow, Louis. Woodrow Wilson and Pub- lic Administration	77
Management Development at Kelly Air Force Base	••	BUDGETING. Improving the Budgetary Process, book review by Frederick J. Lawton	117
Algie, James A. See Crouch, Winston W.	. 33		100
AMERICAN SOCIETY FOR PUBLIC ADMINISTRA-		CAREER SERVICE. See also Prestige.	
Mosher, Frederick C. Research in Public	165	Benedict, Truman G. Military-Civilian Staffing and Career Planning in Army	W.
Administration: Some Notes and Suggestions	169	Mandell, Milton M. Obtaining Adminis-	296
Report of Conference Sessions	122	trative Personnel for Defense Agencies Reining, Henry Jr. The FSEE: The Uni-	269
States, Rivals or Partners?, reviewed by John	100	versity Point of View	11
M. Gaus Army Ordnance. Benedict, Truman G. Mili-	102	Staffing of Federal Agencies Young, Philip. The Federal Service En-	6
tary-Civilian Staffing and Career Planning in Army Ordnance	296	trance Examination	
Avery, Robert S. Experiment in Management; Personnel Decentralization in the Tennes- see Valley Authority, reviewed by Charles		tional Technical Assistance Carr, Robert K. Federal Protection of Civil Rights: Quest for a Sword, reviewed by	272
McKinley	109	Robert Horn	40
Bailey, Stephen K., "New Research Frontiers of Interest to Legislators and Administra-		Activities, 1945-1950, reviewed by Rob- ert Horn	40
tors," quotation from	39	Carter, Byrum E. The Office of Prime Minis-	
Bair, Fred Jr. See Jackson, Penrose B.		ter, reviewed by Wallace S. Sayre	307
Barrett, Edward L. Jr. The Tenney Commit- tee: Legislative Investigation of Subversive Activities in the State of California, re-		Case, Harry L. Personnel Policy in a Public Agency; The TVA Experience, reviewed by	
viewed by Robert Horn	40	Charles McKinley	109
Baughman, M. Eugene. Metropolitan Meta-		in Transition, book review	223
morphosis, The Story of the Change of St. Louis County, Missouri from a Rural to an Urban Area, reviewed by William N. Cas-		Chamberlain, Lawrence H. Loyalty and Legis- lative Action: A Survey of Activity by the New York State Legislature, 1919-1949, re-	. 1
sella, Jr.	223	viewed by Robert Horn	40

Charter Board of Baltimore County. Proposed Home Rule Charter for Baltimore County, Maryland, reviewed by William N. Cassella,		Craine, Lyle E. Natural Resources and Gov- ernment, book review	212
Jr. CHECKWRITING. McKenna, Frank J. A Delega-	223	A. Intergovernmental Relations, reviewed	
tion of Federal Disbursing Functions	37	by Victor Jones	52
CHIEF EXECUTIVE. See Presidency.		-Maccoby, Wendell, Morden, Margaret	
CIVIL LIBERTY. The Protection of Internal Security, book review by Robert Horn	40	G., and Bigger, Richard. Sanitation and Health, reviewed by Victor Jones	52
G. Military-Civilian Staffing and Career		-Swanson, John E., Bigger, Richard, and Algie, James A. Finance and Taxation,	
Planning in Army Ordnance	296	Cushman, Robert E., ed. Cornell Studies in	52
an Intern-and Afterward Clapp, Gordon R. The TVA; An Approach to	95	Civil Liberty, reviewed by Robert Horn	40
the Development of a Region, reviewed by		Dahir, James. Region Building; Community	
Claunch, John M. The Government of Dallas	109	Development Lessons from the Tennessee Valley, reviewed by Charles McKinley	109
County, Texas, reviewed by William N. Cassella, Jr.	200	DECENTRALIZATION. Lappegaard, Ray. A Look	
Commission on Intergovernmental Relations, A Report to the President for Transmittal	223	at Some Administrative Problems	179
to the Congress, reviewed by John M. Gaus	102	eral Disbursing Functions	37
Commission on Organization of the Executive		TVA Management in the Perspective of Two Decades, book review by Charles	
Branch of the Government. Water Re-		McKinley	109
sources and Power; A Report to the Con-		DECISION-MAKING. Bailey, Stephen K., "New	3
gress, reviewed by Lyle E. Craine	212	Research Frontiers of Interest to Legislators	Algin
Commission to Study the Structure of Balti- more County Government. Report, re-		and Administrators," quotation from Gore, William J. Administrative Deci-	39
viewed by William N. Cassella, Jr	223	sion-Making in Federal Field Offices	281
COMMUNICATION. Lappegaard, Ray. A Look at Some Administrative Problems	179	DEFENSE AGENCIES. Mandell, Milton M. Ob- taining Administrative Personnel for De-	
COMPARATIVE ADMINISTRATION. Carlson, Eric. Public Relations in International Technical Assistance	979	fense Agencies	269
Assistance Lepawsky, Albert. Technical Assistance: A Challenge to Public Administration	272	Wright, Deil. The Prestige of Public Employment: 1929 and 1954	15
Contemporary Topics	22	Donoghue, James R. See Trump, James.	
COORDINATION. Natural Resources and Gov-	3.9	Donovan, Robert J. Eisenhower: The Inside	000
ernment, book review by Lyle E. Craine Corwin, Edward S. and Koenig, Louis W. The	212	Story, reviewed by Wallace S. Sayre Dotson, Arch. A General Theory of Public	307
Presidency Today, reviewed by Wallace S.		Employment	197
Sayre	307	EDUCATION. Reining, Henry Jr. The FSEE:	
Cottrell, Edwin A. and Crouch, Winston W., eds. Metropolitan Los Angeles: A Study in		The University Point of View EMPLOYEES, PUBLIC. Dotson, Arch. A General	11
Integration, reviewed by Victor Jones -and Jones, Helen L. Characteristics of the	52	Theory of Public Employment EXECUTIVE DEVELOPMENT. Odom, Major Gen-	197
Metropolis, reviewed by Victor Jones. The Metropolis: Is Integration Pos-	52	eral Thetus C. Management Development	
siblet, reviewed by Victor Jones	52	at Kelly Air Force Base	33
Countryman, Vern. Un-American Activities in		P	
the State of Washington: The Work of the		FEDERAL SERVICE ENTRANCE EXAMINATION. See	
Canwell Committee, reviewed by Robert	40	Career Service. FEDERALISM. Federalism and Intergovern-	
COUNTY GOVERNMENT. County Government in Transition, book review by William N. Cas-	40	mental Relations, book review by John M. Gaus	100
sella, Jr	223	Ficek, Karel F. After the Therblig-What?	192

FIELD OFFICES. Gore, William J. Administra- tive Decision-Making in Federal Field Of-		Jones, Victor. Six Functions in Search of a Government, book review	
fices	281	Government, book review	52
Flannery, James J. See Jackson, Penrose B.	114		
FLINT, MICHIGAN. Zimmer, Basil G. and Haw- ley, Amos H. Approaches to the Solution of		Kessler, Samuel L. The New York State Inter- departmental Committee on Methods and	
Fringe Problems: Preferences of Residents		Procedures, 1947-1956	90
in the Flint Metropolitan Area	258	Kitchen, James D. See Bigger, Richard.	
in the Fint Metropolitan Area	250	Koenig, Louis W. See also Corwin, Edward S.	
Gaus, John M. Federalism and Intergovern-		ed. The Truman Administration; Its	
mental Relations, book review		Principles and Practice, reviewed by	
	102	Wallace S. Sayre	307
Gellhorn, Walter. Security, Loyalty, and Sci-		Konvitz, Milton R. Civil Rights in Immigra-	
ence, reviewed by Robert Horn	40	tion, reviewed by Robert Horn	40
ed. The States and Subversion, reviewed	40	comp. and ed. Bill of Rights Reader:	
by Robert Horn	40	Leading Constitutional Cases, reviewed	
Gore, William J. Administrative Decision-	.0.	by Robert Horn	40
Making in Federal Field Offices	281	Kroll, Morton. See Trump, James.	
GREAT BRITAIN. Royal Commission on the			
Civil Service, 1953-55, Report, quotation			
from	10	Lappegaard, Ray. A Look at Some Adminis-	
Griffenhagen and Associates. Final Report of		trative Problems	179
DeKalb County Local Government Com-		Lawton, Frederick J. Improving the Budget-	
mission, reviewed by William N. Cassella,		ary Process	117
Jr. Continue Manage The Level and the Die	223	League of Women Voters. Local Government	
Grodzins, Morton. The Loyal and the Dis-	DIST.	in Kent County, reviewed by William N.	
loyal, quotation from	59	Cassella, Jr	223
77 1 4 77 6 77 P-3 6		LEGISLATIVE-EXECUTIVE RELATIONS. Heady,	
Hawley, Amos H. See Zimmer, Basil G.		Ferrel and Pealy, Robert H. The Michigan	
Heady, Ferrel and Pealy, Robert H. The		Department of Administration; A Case	-
Michigan Department of Administration; A		Study in the Politics of Administration	82
Case Study in the Politics of Administration	82	Lepawsky, Albert. Technical Assistance; A	
Horn, Robert. The Protection of Internal Se-		Challenge to Public Administration	22
curity, book review	40	Los Angeles, California. Six Functions in	
The same of the sa		Search of a Government, book review by	
INTERGOVERNMENTAL RELATIONS. Berger,	media	Victor Jones	52
Philip R. A Lesson in Cooperation	187		
INTERGOVERNMENTAL RELATIONS. County Gov-		Maccoby Wendell See Crouch Winston W	
ernment in Transition, book review by Wil-		Maccoby, Wendell. See Crouch, Winston W.	
liam N. Cassella, Jr	223	MACHIAVELLIANISM. Somit, Albert. Bureau- cratic Realpolitik and the Teaching of Ad-	
Federalism and Intergovernmental Rela-	No. 2		
tions, book review by John M. Gaus	102	ministration	592
Interns. See Training.			
		ture and Emergent, reviewed by John M.	
Jackson, Penrose B., Flannery, James J., and		Gaus	102
Bair, Fred Jr. The Problem of Government		MANAGEMENT DEVELOPMENT. See Executive	
in Leon County, reviewed by William N.		Development.	
Cassella, Jr.	223	Mandell, Milton M. Obtaining Administra-	
Jamison, Judith Norvell. Regional Planning,		tive Personnel for Defense Agencies	269
reviewed by Victor Jones	52	McCune, Ellis. Recreation and Parks, re-	
Janowitz, Morris and Wright, Deil. The Pres-		viewed by Victor Jones	52
tige of Public Employment: 1929 and 1954	15	McKenna, Frank J. Decentralization of Fed-	
Jones, Helen L. See also Cottrell, Edwin A.		eral Disbursing Functions	37
Personnel Management, reviewed by Vic-	- 4	McKinley, Charles. TVA Management in the	
tor Jones	52	Perspective of Two Decades, book review	109
Public Libraries, reviewed by Victor		METHODOLOGY. Gore, William J. Administra-	
Jones	52	tive Decision-Making in Federal Field Of-	
Schools, reviewed by Victor Jones	52	fices	281

METROPOLITAN GOVERNMENT. Berger, Philip		Plotkin, Morris. See Beckett, Paul.	
R. A Lesson in Cooperation County Government in Transition, book	187	POLITICS AND ADMINISTRATION. Heady, Ferrel and Pealy, Robert H. The Michigan De-	
review by William N. Cassella, Jr	223	partment of Administration; A Case Study	
Six Functions in Search of a Government,		in the Politics of Administration	82
book review by Victor Jones	52	Pollak, George. See Beckett, Paul.	
Zimmer, Basil G. and Hawley, Amos H.		PRESIDENCY. Studies of the Chief Executive,	
Approaches to the Solution of Fringe		book review by Wallace S. Sayre	307
Problems: Preferences of Residents in		Presidential Advisory Committee on Water	-
the Flint Metropolitan Area	258	Resources Policy. Water Resources Policy;	
Metropolitan Study Commission of Allegheny		A Report, reviewed by Lyle E. Craine	212
County. An Urban Home Rule Charter for		PRESTIGE. Janowitz, Morris and Wright, Deil.	
Allegheny County, reviewed by William N.		The Prestige of Public Employment: 1929	
Cassella, Jr.	223	and 1954	15
Michigan. Heady, Ferrel and Pealy, Robert		Public Administration Service. The Govern-	
H. The Michigan Department of Adminis-		ment of Metropolitan Miami, reviewed by	
tration; A Case Study in the Politics of Ad-	0.	William N. Cassella, Jr	223
ministration	82	The Government of Milwaukee County,	
Minnesota. Lappegaard, Ray. A Look at Some Administrative Problems	170	A Concluding Report, reviewed by	
Morden, Margaret G. See Crouch, Winston W.	179	William N. Cassella, Jr	223
Morgan, Glenn G. On Being an Intern-and		PUBLIC OPINION. Zimmer, Basil G. and Haw-	
Afterward	OF	ley, Amos H. Approaches to the Solution of	
Mosher, Frederick C. Research in Public Ad-	95	Fringe Problems: Preferences of Residents	
ministration: Some Notes and Suggestions .	169	in the Flint Metropolitan Area	258
ministration. Some Protes and Suggestions .	109	PUBLIC RELATIONS. Carlson, Eric. Public Re-	
		lations in International Technical Assist-	
NATURAL RESOURCES. Natural Resources and		ance	272
Government, book review by Lyle E. Craine	212	Lepawsky, Albert. Technical Assistance:	
New York STATE, Ficek, Karel F. After the		A Challenge to Public Administration	22
Therblig-What?	192		
Kessler, Samuel L. The New York State		La contraction of the second of the second of	
Interdepartmental Committee on	-	RAILROAD RETIREMENT BOARD. McKenna,	
Methods and Procedures, 1947-1956	90	Frank J. A Delegation of Federal Disburs-	
		ing Functions	37
Odom, Major General Thetus C. Manage-		RECRUITMENT. See Career Service.	
ment Development at Kelly Air Force Base	33	REGIONALISM. See Tennessee Valley Author-	
ORGANIZATION. Natural Resources and Gov-		ity.	
ernment, book review by Lyle E. Craine	212	Reining, Henry Jr. The FSEE: The Univer-	
ORGANIZATION AND METHODS. Ficek, Karel F.		sity Point of View	11
After the Therblig-What?	192	RESEARCH. Gore, William J. Administrative	
Kessler, Samuel L. The New York State		Decision-Making in Federal Field Offices .	281
Interdepartmental Committee on	-	Janowitz, Morris and Wright, Deil. The	
Methods and Procedures, 1947-1956	90	Prestige of Public Employment: 1929	
Ostrom, Vincent. Water and Politics: A Study		and 1954	15
of Water Policies and Administration in the		Mosher, Frederick C. Research in Public	
Development of Los Angeles, reviewed by	**	Administration: Some Notes and Sug-	
Water Supply, reviewed by Victor Jones	52 52	gestions	169
water supply, reviewed by victor joines	3-	Research Notes	313
All and the second of the seco		Roberts, Elliott. One River-Seven States;	
Pealy, Robert H. See Heady, Ferrel.		TVA-State Relations in the Development	
PERSONNEL ADMINISTRATION. See also Career		of the Tennessee River, reviewed by	100
Service, Employees, Prestige, Salary Survey,		Charles McKinley	109
Training		Rossiter, Clinton. The American Presidency, reviewed by Wallace S. Sayre	804
TVA Management in the Perspective of			307
Two Decades, book review by Charles	100	Royal Commission on the Civil Service, 1953-	
McKinley	109	55, Report, quotation from	10

SALARY SURVEY. Berger, Philip R. A Lesson in Cooperation	187	THEORY OF ADMINISTRATION. Dotson, Arch. A General Theory of Public Employment	197
SAN FRANCISCO BAY AREA. Berger, Philip R. A Lesson in Cooperation	187	TRAINING. Lepawsky, Albert. Technical Assistance: A Challenge to Public Administra-	
Sayre, Wallace S. Studies of the Chief Execu-	1	Morgan Glenn G. On Reing an Intern	22
SECURITY, INTERNAL. The Protection of Inter-	307	and Afterward	95
nal Security, book review by Robert Horn . Sibley, Mulford Q. Conscription of Con-	40	Odom, Major General Thetus C. Manage- ment Development at Kelly Air Force Base	
science: The American State and the Con- scientious Objector, 1940-1947, reviewed by Robert Horn	40	TREASURY, U. S. DEPARTMENT OF THE. Mc- Kenna, Frank J. A Delegation of Federal	33
Smithies, Arthur. The Budgetary Process in the United States, reviewed by Frederick J.		Disbursing Functions Trump, James, Donoghue, James R., and	37
Social Science. Mosher, Frederick C. Re-	117	Victor Jones	52
search in Public Administration: Some Notes and Suggestions	169	Turner, Henry A. Woodrow Wilson as Administrator	249
Somit, Albert. Bureaucratic Realpolitik and		TYPISTS. White, Peter T. "Pyfgcrl vs. Qwer- tyuiop," quotation from	
the Teaching of Administration	292		32
Some Administrative Problems STATE GOVERNMENT. Ficek, Karel F. After the	179	UNITED NATIONS. Lepawsky, Albert. Techni- cal Assistance: A Challenge to Public Ad-	
Therblig-What?	192	ministration	22
Michigan Department of Administra- tion; A Case Study in the Politics of	*	VICE PRESIDENCY. Studies of the Chief Executive, book review by Wallace S. Sayre	307
Administration	82	Wengert, Norman. Natural Resources and the	
Interdepartmental Committee on Methods and Procedures, 1947-1956 Stockard, James G. The FSEE and the Staffing	90	Political Struggle, reviewed by Lyle E. Craine White, Leonard D. The States and the Nation,	212
of Federal Agencies	6	reviewed by John M. Gaus	102
and Civil Liberties: A Cross-section of the Nation Speaks Its Mind, reviewed by		quotation from	32
Robert Horn	40	Law Enforcement, reviewed by Victor	52
Conservation. Natural Resources and Con- servation, reviewed by Lyle E. Craine	212	Jones	52
Swanson, John E. See Crouch, Winston W.		Presidency, reviewed by Wallace S. Sayre Wilson, Woodrow. Brownlow, Louis. Wood-	307
TEACHING. Somit, Albert. Bureaucratic Real- politik and the Teaching of Administra-		row Wilson and Public Administration Turner, Henry A. Woodrow Wilson as	77
TECHNICAL ASSISTANCE. Carlson, Eric. Public	292	Administrator Wright, Deil. See Janowitz, Morris.	249
Relations in International Technical Assistance	272	Young, Philip. The Federal Service Entrance	
Lepawsky, Albert. Technical Assistance: A Challenge to Public Administra-		Examination	1
TENNESSEE VALLEY AUTHORITY. TVA Management in the Perspective of Two Decades,	**	Zimmer, Basil G. and Hawley, Amos H. Ap- proaches to the Solution of Fringe Prob- lems: Preferences of Residents in the Flint	
book review by Charles McKinley	109	Metropolitan Area	258

Eight Municipal Management Texts

The most practical and complete accumulation of municipal administrative problems and solutions ever prepared

These up-to-date books, written by men of broad management experience, treat municipal affairs from the standpoint of the administrator. They stress the best administrative practices and techniques, and specify the procedures to be used in attacking and solving municipal problems. These texts are widely used by administrators for reference purposes and for in-service training of municipal personnel, and by colleges for the pre-entry training of public administration students.

- . TECHNIQUE OF MUNICIPAL ADMINISTRATION, 603pp
 - . MUNICIPAL PUBLIC WORKS ADMINISTRATION, 458pp
 - MUNICIPAL RECREATION ADMINISTRATION, 516pp
 - . MUNICIPAL PERSONNEL ADMINISTRATION, 435pp
 - . MUNICIPAL FINANCE ADMINISTRATION, 461pp
 - MUNICIPAL POLICE ADMINISTRATION, 533pp
 - MUNICIPAL FIRE ADMINISTRATION, 442pp
 - · LOCAL PLANNING ADMINISTRATION, 337pp

"My experience with the ICMA manuals in group training for municipal officials and in graduate courses at the University has demonstrated that the texts are authoritative, comprehensive, and stimulating. They train administrators and students how to think about municipal problems and how to solve them."—ARTHUR W. BROMAGE, Professor of Political Science, University of Michigan.

Here are a few of the many educational institutions that have adopted these texts:

Columbia University University of Kansas Syracuse University University of Denver University of Michigan New York University University of California University of Pennsylvania Wayne University

Single copies \$7.50
Order copies on 10-days approval

THE INTERNATIONAL CITY MANAGERS' ASSOCIATION

1313 EAST 60TH STREET

CHICAGO 37, ILLINOIS